



**Enhanced Municipal Services District
Preliminary Marketing Plan Draft**

**Approved by EMSD Commission
August 12, 2004**

Situation Analysis

The Enhanced Municipal Services District (EMSD) Commission was established in November of 2003 by the Scottsdale City Council to recommend a marketing budget that uses funds generated by a special assessment that was established to provide a higher level of marketing for downtown's specialty districts. This marketing plan provides a focus and strategies for implementing this enhanced level of marketing.

The challenges inherent in this project are many, but so too are the opportunities. This is an especially pivotal time in the history of Downtown Scottsdale. The high profile Arizona Canal (Scottsdale Waterfront) project is poised to capture national and international media exposure. Scottsdale Fashion Square is a constant source of competition for resident and visitor attention. While this creates competition for Downtown Scottsdale, it can also add to the synergy of a true destination. Just as these two entities will be marketing themselves, so must Downtown Scottsdale market its own unique experience, which combines a sense of old town charm and upscale sophistication. But keep in mind that consumer attitudes and preferences are continually shifting, and retailers and destinations must keep up with their actions. The national trend for outdoor, walkable shopping districts continues to grow, and lifestyle centers like Kierland Commons are being replicated throughout the Valley.

Seamless and effective communication between the marketing working group, merchants associations, EMSD Commission, city staff and marketing consultant will be critically important in order for Scottsdale's vision for downtown to be realized. Care should be given to respect that, at its core, this is a marketing effort that has a very real impact on the livelihoods of many small business owners who all have a stake in its success. Achieving consensus with such a large and passionate constituency is critical. Downtown Scottsdale stakeholders need to feel ownership in the marketing approach, without accepting a middle-of-the road solution. This presents an intriguing and exciting challenge!

Purpose

The purpose of this marketing plan is to implement strategies that add to Scottsdale's appeal as both a destination for shopping and entertainment, and a great place to do business. Emphasis will be placed on increasing foot traffic and subsequently, sales, in downtown. The plan will

also continue use of the “The Original” logo and tagline to represent the entire district, but without the ancillary composite figures. Individual districts will be encouraged to undertake efforts that celebrate their uniqueness, but will also be encouraged to partner whenever appropriate.

FY 2005 Marketing Plan Objectives

- Increase sales by a total of 12-15% over the next three years (approximately 5% per year)
- Garner five million media impressions during FY 2005

Marketing Plan Strategy

The strategy to increase retail consumption and build awareness of EMSD during the coming fiscal year will include public relations, special events promotion and a multi-media advertising campaign targeting Valley residents and visitors.

Target Audience

Primary Target Audience - Valley Residents

- Adults, average age 48, skewed female
- Married
- \$90,000+ HHI
- Resides within a 30-mile radius of Downtown Scottsdale

Secondary Target Audience: Scottsdale/Phoenix Visitors

Scottsdale visitor profile from Office of Economic Development, August 2003

- Average age 52.5 years old
- \$77,000 HHI
- Most likely from Midwest and West regions of the US
- Date of visits: January – March ‘03 (41%), April – June ‘03 (29%)
- Visitors to Valley hotels and resorts (both convention attendees as well as leisure travelers). Also included are visitors staying with family within the 30-mile radius
- Many of the businesses travelers to Scottsdale resorts also use the trip to Scottsdale as a family vacation.

Problems/Opportunities

Downtown Scottsdale has a unique marketing advantage over other cities in the metro Phoenix area. It already is a well known destination inside Arizona as well as outside the state. Ongoing events in Downtown Scottsdale have been embraced by the public. It has galleries with distinctive reputations of being premier establishments in the United States. There are a number of high profile events that have called Scottsdale home for many years that feed the business in the region. Downtown Scottsdale has truly taken the leadership role at positioning itself as a “must see” city.

One of the key objectives for the EMSD is to stimulate interest and visitation by the resident market. With the growing competitive set and the growth of the Valley, residents have numerous shopping, dining, and leisure time options. Downtown Scottsdale should be marketed in a manner which demonstrates that the area offers what residents want, but with a personality which positively differentiates the area from the competitive set. Downtown Scottsdale provides an alternative to the typical retail mix residents find at other shopping venues. As a destination, Downtown Scottsdale provides an original array of art, dining and jewelry and a variety of unique shops, complemented by a warm, welcoming, comfortable experience reflective of the spirit of Scottsdale.

Downtown Scottsdale should be positioned to retain its “West’s Most Western Town” status while embracing the contemporary lifestyle and attitude that attracts a diverse patronage. Branding Downtown Scottsdale as a destination, while also creating opportunities for each district to maintain its own unique appeal, will cultivate a cohesive spirit among its diverse stakeholders. The approach outlined in this proposal will help Downtown Scottsdale maintain its rightful place as a unique destination for visitors and residents alike.

With all the strengths identified, there are also challenges. There appears to be a widespread misperception that Downtown Scottsdale is an area “just for tourists.” Informal surveys conducted by the Scottsdale Convention and Visitors Bureau have shown that many outside of the Valley perceive the entire area as “Old Town” and don’t perceive the distinctiveness of the individual districts. And, although there are a number of prominent events in and around Downtown Scottsdale, high traffic on the streets doesn’t seem to equate to high traffic in the stores. Finally, with the popularity of area lifestyle centers, Downtown Scottsdale faces geographic challenges that make it seem less than walkable.

These strengths and weaknesses must be taken into account when developing the marketing, advertising and communications components of the plan.

Communications Plan Objectives

- Communicate the compelling reasons why one should consider Downtown Scottsdale by utilizing all consumer touch points (advertising, public relations, merchant relations, special events, signage, etc.).
- Strengthen the position of Downtown Scottsdale in FY 2005 in order to provide the marketing platform to increase brand preference in the upcoming years.

Communications Plan Strategies

- Strategically build awareness and stimulate interest around special events to drive retail traffic to Downtown Scottsdale.
- Use EMSD marketing funds to build umbrella awareness of Downtown Scottsdale.

- Designate area grant funds to help drive events and supplement the overall EMSD Downtown Scottsdale umbrella efforts.
- Implement yearlong publicity, public involvement, media relations and public outreach initiatives that enhance the area's image and promote individual events.
- Forge a partnership with the Scottsdale Convention and Visitors Bureau to leverage its existing marketing and communications efforts and to provide support in driving visitors to Downtown Scottsdale.
- Use targeted media placements to promote both brand image and events.
- Update existing creative advertising executions while maintaining "The Original" platform.
- Continue to produce and distribute targeted collateral materials.

Communications Plan Tactics

Events

- **Significant City Events.**
 - Parada del Sol activities - parade, Trails End celebration in Old Town, rodeo the following weekend.
- **Significant Valley Events.** Additional marketing/advertising beyond downtown information distribution by Scottsdale Convention & Visitors Bureau and Downtown Ambassadors.
 - Fiesta Bowl game related activities and events
 - NASCAR stock car races at Phoenix International Raceway in November and April
 - Spring Training with a focus on the San Francisco Giants at Scottsdale Stadium and the Chicago Cubs at Hohokam Stadium
 - FBR Open - golf tournament at the city's TPC course
 - Rock 'n Roll Marathon - especially if the route comes into Downtown Scottsdale
- **Scottsdale Signature Events.** Consider additional marketing/advertising for four or five of the events that could draw visitors downtown, i.e., Barrett Jackson Auto Auction, Arabian Horse Show.
- **Conventions** – work with Scottsdale Convention & Visitors Bureau
- **Scottsdale Convention & Visitors Bureau Event Booths** – Staff booths with downtown Scottsdale volunteers when possible and provide collateral materials for distribution.

Public Relations Initiatives

Downtown Scottsdale events and happenings will be supported through public relations initiatives, regardless if it was funded through EMSD monies or area grants. Major strategies include public involvement, public outreach and media relations. Initial ideas are explored below.

Public Involvement

Bring together merchants, the marketing group and EMSD commission members to productively discuss downtown opportunities. Obtain support and buy-in for marketing efforts.

- Downtown Chats: Coffee with John
 - Beginning in September, invite merchants and property owners to a regularly scheduled morning session with John Little. Although anything is fair game, publicize specific topics for each session in effort to make them more productive. Some ideas include:
 - Downtown transportation (trolley)
 - Construction projects
 - Public safety
 - Event management, road closures, etc.
- Newsletter and Downtown Updates
 - Work with Downtown Group to disseminate information regarding issues covered during the Downtown Chats.
- What's New with You?
 - Host fun, interactive quarterly meetings with downtown merchants for the sole purpose of finding out what's new with their businesses and industries. Utilize this information in media relations efforts

Media Relations

Promote the specialty districts and downtown as a region by continuously sharing news and human interest stories with targeted media.

- Event Publicity
 - Support existing Downtown Scottsdale events through earned media coverage (i.e. a "how to" guide to the Art Walk).
 - Leverage major Valley-wide events with related news from Downtown. Here are some ideas to get started, but media hooks would be generated by the Marketing Group:
 - Fiesta Bowl
 - Pitch stories about quirky things that can be found downtown, things that represent the hometown team, as well as things that are

uniquely Scottsdale and would be novel to someone from the visiting teams.

- Rock ‘n Roll Marathon
 - Downtown team trains for marathon
 - Downtown care package to runners
- FBR Open
 - Golf equipment retailers
 - Downtown alternative to the Birds Nest
- Barrett Jackson Auto Auction
 - Classic car tour up Scottsdale Road
- Arabian Horse Show
 - Where to find fine show apparel downtown
- Spring Training
 - A month’s worth of “fun in the sun” in Downtown Scottsdale, to supplement fans’ experience while in town to cheer on their team.
- NASCAR (both events)
 - Life in Scottsdale’s fast lane.
- Leverage Scottsdale signature events with related news from Downtown
 - Parada del Sol
- The Downtown Group
 - City of Scottsdale is recommitting itself to downtown
 - Reallocation of resources
 - Downtown Group offices and personnel
- Merchant Stories

Work with merchants and business owners downtown to find the best stories to promote the area. These stories will be a focus of the quarterly “What’s New With You?” meetings hosted by Olson Communications and the Marketing Group.

 - Research and develop stories on unique merchants throughout Downtown
 - Finding the gems in Downtown Scottsdale (those little known merchants whose presence makes Downtown special)
 - Noteworthy business owner profiles in business publications

- Downtown Image
 - Develop and host a media FAM trip in each district for local writers.
 - Pitch an ongoing historic photo retrospective of downtown then and now.
 - Revitalization of downtown continues.
 - Taking care of business Downtown (where to get a haircut, nails done, shoes fixed, etc.).
 - Meet with Arizona Republic/Scottsdale Republic editorial boards to share/discuss downtown image.
 - Develop relationships and explore opportunities with local alternative lifestyle publications.
 - Pitch individual feature stories that highlight the originality of each district:
 - Main Street
 - Marshall Way
 - Old Town
 - 5th Avenue
 - Business District

Public Outreach

Consistently provide information to third parties to extend the reach of the public relations effort. Develop a communications strategy and outreach program to reach these key audiences:

- Scottsdale Ambassadors
 - Quarterly meeting to update them on news and happenings Downtown
 - Develop ways to create better awareness for the Ambassadors
 - Uniforms
 - Kiosks
 - Gathering place (Downtown Group offices?)
- Hotel and resort concierge program
 - Concierge association newsletter
 - Consistent and accurate information on downtown events (info flows through OCI to concierges)
- Trolley drivers
 - Invite to attend Ambassador briefing meetings
 - Consistent and accurate information on downtown events
- Destination managers
 - Communicate consistently in a manner that effectively conveys news and happenings from downtown
- Scottsdale Convention and Visitors Bureau members
 - Target member communications with news of downtown Scottsdale

- Downtown Scottsdale Service Providers
 - Develop relationships with downtown service providers (i.e. salons, shoe repair, travel agents, accountants, etc.) to provide them with downtown information and event updates.
 - Develop on-hold scripts for downtown businesses to use on their phone systems.
 - Create “Discover Downtown” albums for businesses to use in customer waiting areas.

Media Publications (See attached media chart)

The media plan will focus on supporting significant events and the targeted tourism publications that are available in FY 2005. The EMSD advertising fund will fund the broader picture media placements while area grant funds can help support the EMSD allocations on an even more localized level.

Many additional media avenues such as airline in-flight magazines and alternative lifestyle publications were researched. However, under the current budget allocation, they are unable to be funded during 2004-05, but if roll-over funds from last year become available, these opportunities may be readdressed.

Any roll-over or contingency funds may be programmed by the EMSD Commission as they deem appropriate.

Area Grants

Use area grant funds to support individual events throughout the year in conjunction with overall advertising media placements promoting major events. The grants should fund many of the operational and promotional needs of events in Downtown Scottsdale. The area grants also should capitalize on the EMSD funds that are going to promote many of the significant events within the Downtown Scottsdale area. By extending the reach of the EMSD funding on many of the events, Downtown Scottsdale can deliver a stronger consumer impact.

Creative Executions

Collateral

For FY 2005, the two primary collateral pieces that should continue to be updated and utilized are the Downtown Map & Directory and the Ambassador tear sheet map.

- Downtown Map & Directory

- Update existing Downtown Map & Directory with copy revisions and slight design revisions and print 200,000 quantity.
- Continue to use Ambassador tear sheet map (printed and available) through spring 2005
 - Possibly revise to convey merchant information while maintaining cost effectiveness of the marketing piece
- Work to consolidate map information for consistency through all collateral and advertising avenues as appropriate

Advertising

For FY 2005, the advertising platform “The Original” will be maintained. However, the creative execution, particularly the graphics, will be revised to better reflect the brand image we want to convey for Downtown Scottsdale. Depending on the final approved media placements, we will explore developing different ad executions, but with a family look and appeal to be used as needed for various publications.

Potential conceptual executions:

- Event style ad
- Retail shopping ad
- Galleries ad
- Dining ad

We will develop color and black & white ad formats for use in multiple publications that can be sized to fit individual publication needs.

There was an immediate need for *Program for the Arts*. The existing Downtown Scottsdale ad will be used due to time constraints for preparing materials. The *Gammage Auditorium – Lion King* program ad will be reviewed for creative execution prior to sending materials.

Web site

Issues with the current Web site will be addressed and updated information will be posted regularly.